

## Fostering Cross-regional Transfer of Innovative e-Business policies



Project co-funded by




Comunidad Valenciana

Avanzando con las tecnologías

# FOCUS Workshop

Tukums, 27th August 2008



La estrategia para consolidar las Telecomunicaciones Avanzadas y la Sociedad Tecnológica y del Conocimiento en la Comunidad Valenciana (2004-2010)

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Directorate General for Modernisation  
Valencia regional authority

## What is to expect from this training?

- General understanding of **success factors** of regional e-business policies
- Providing **knowledge** on designing, implementing and evaluating e-Business policies exemplified with good practices from the Valencia region
- Opportunity for **self-assessment** and reflection of your current e-business policies in a short amount of time
- Not offering new approaches but consolidating **main findings** of various studies on e-business policies



## Training concept

- ✓ **The FoCus training modules**
  - A multimedia tutorial
  - FoCus quiz
  - FoCus checklist
  
- ✓ **FoCus handbook**
  
- ✓ **Training workshops**
  
- ✓ **Second Life helpdesk sessions**

Further information and downloads: <http://focus-project.eu/training.html>



## Agenda

09.30-09.45	Welcome
9.45-10.15	Part 1: General introduction
10.15-10.45	Presentation of a regional experience
10.45-11.00	Coffee-break
11.00-11.30	Part 2: Success Factors for Regional E-Business Policies I
11.30-12.00	Checklist and quizzes I
12.00-12.15	Coffee-break
12.15-12.45	Part 3: Success Factors for Regional E-Business Policies II
12.45-13.15	Checklist and quizzes II
13.15-13.45	Formulating your own-eBusiness policy
14.00	Release of Certificates of attendance
	End of the training day



**9.30-9.45**

**WELCOME**



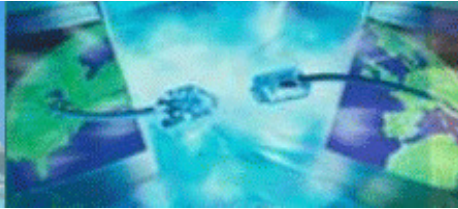
09.45-10.15

## Part 1: General introduction





Valencia regional authority



## VALENCIA REGION IN BRIEF

### SOME FIGURES...



- ✓ **4.806.908 CITIZENS**
- ✓ **348.500 SMEs**
- ✓ **542 MUNICIPALITIES, 3 PROVINCES**



- **Participation GDP/total national (2006): 9,7%**
- **Unemployment rate: 9,03 %**
- **Main productive sectors (traditional):**
  - Tourism      - Food
  - Building      - Furniture
  - Shoes          - Ceramics



## A window to the world...



City of Arts and Sciences



32nd America's Cup



Formula 1 Grand Prix of Europe



## Directorate General for Modernisation (DGM)

Organisation chart of the Valencia region



Some figures...

- 130.000 civil servants
- Budget 2007: 14.984,55 m. €





## DGM competencies: AVANTIC



Valencia Strategic Plan of Advanced  
Telecommunications



Valencia Strategic Plan for  
Technological and Knowledge Society

iGov

iSME

iCitizens



**INTERNATIONALISATION**

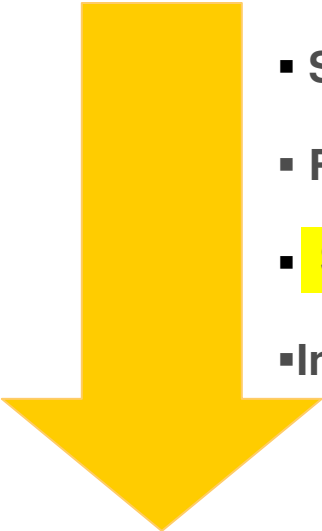




# From SYNEBIS to FoCus



Reinforcing synergies between public policies in support of E-Business for SMEs



- SME consultation workshop
- Regional Support Action Workshop
- SYNEBIS Wiki
- Information Day



Fostering Cross-regional Transfer of Innovative eBusiness policies

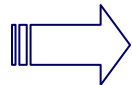
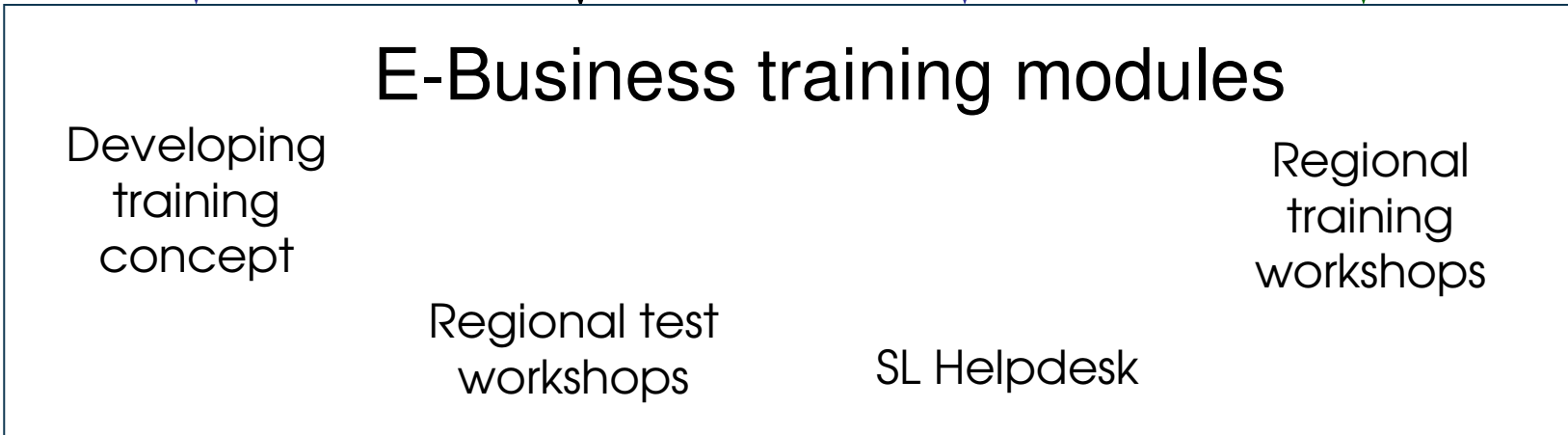
Valencia

BW

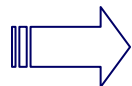
Piemonte

Vysocina

Elaborating Wiki: case studies on eBusiness initiatives



**Exchange of best practices in policy measures**



**Improving eBusiness policies and initiatives**





## 1. Background



### ❖ INITIATED BY

- Valencia regional authority

### ❖ MOTIVATION:

- Valencia regional scenario
- Valencia ICT strategic plans
  - ✓ PEVTA (1996-1999)
  - ✓ Moderniza.com (2000-2004)
  - ✓ AVANTIC / PETIC / **iSMEs** (2004-2010)
- The Valencia region in Europe



## 2. Conditions for eBusiness



- 348.500 SMEs = **90% SMEs: 94% are micro-SMEs** (under 10 employees) + self-employees and single enterprises without any employee.
- Most of them have **broadband** connection to Internet
- Only half of them have a **website** and only a reduced part of them use it to buy and sell on-line.
- The **insecurity** perception is still very high in these kind of commercial transactions.
- **Weakeness**: most of SMEs do not consider ICT is too much useful = not aware about the applications and services that could be useful for their business.

## 2. Strategies

### ❖ OVERAL AIM:

Integral programme in the ICT field focused on the improvement of the **accessibility** by the Valencia SMEs, in order to allow them to **incorporate** ICT in their productive and business proceedings and, particularly, to reach the **presence** of the SMEs, their products and services in the Net, taking advantage of the international showcase that Internet represents.

### ❖ OBJECTIVES

- Reduce digital divide
- Increase visibility:
  - ✓ Improve competitiveness
  - ✓ Improve services
  - ✓ Increase benefits
  - ✓ Improve internal management
  - ✓ Improving productivity and competitiveness
  - ✓ Endowing SMEs with a wide range of future IST-based concepts

## 2. Strategies II

### ❖ METHODOLOGY

- **SECTORIALISATION:** Development of promotion strategies regarding the use of ICT focused on a concrete economic sector or to concrete business groups
- ACTION LINES

#### Training and awareness:

- ✓ **Informal lectures** with a sectorial focus. For instance, a kind of “*Technological breakfast*” where a successful case is presented and entrepreneurs of that sector can share their experiences and questions. In these events it is important to facilitate the interaction between SMEs and ICT local providers, offering for instance, a list of these providers.
- ✓ **In person training sessions** about managerial skills linked to ICT.
- ✓ **On-line training** addressed to the development of specific skills, for instance: Internet, positioning in searchers (SEO), e-mail, eBank, eInvoicing, on-line procedures set up with public administration (VAT, etc.), corporative networks, customer relation management (CRM), digital certificate, etc.



## 2. Strategies



### Technological advising:

- ✓ Replying concrete questions and informing about **public grants** addressed to SMEs.
- ✓ Integral **technological** consulting (individual assessment with competitiveness improvement solutions)
- ✓ **Call Center** to offer support and advising.
- ✓ Creation of a website that serves as support to SMEs and as a communication tool between those and ICT providers. This website offers:
  - Info about technological offer
  - Download zone
  - Technical support
  - Frequent Asked Questions (FAQ)
  - Chaired debate forums about current ICT issues



teléfono de atención  
902 50 51 53  
Horario de 8.30h

2.296 websites created

todoCV.com Directorio Digital de la Comunitat Valenciana

Usuario: Clave:

**Conectividad a Internet**  
Conecte su empresa a Internet de forma gratuita.

**Cree su propia página web**

**compeTIC**

- ▶ Introducción y objetivos
- ▶ Instituciones
- ▶ Colaboradores
- ▶ Beneficios

Conectividad  
Soluciones y servicios  
Subvenciones y financiación  
Formación compeTIC

**todoCV.com**

- ▶ Qué es todoCV.com
- ▶ La Comunitat Valenciana
- ▶ Directorio de empresas

**directorio**

- ▶ Quién puede participar
- ▶ Tipos de presencia
- ▶ Promoción en Internet
- ▶ Darse de alta

**Directorio Digital**

últimas incorporaciones

- ▶ FERVISA - IMAGEN Y SOLUCIONES TÉCNICA Servicios, Comercios
- ▶ ZAPATEA Industria Textil y
- ▶ CLUB GIMNASIA RITMICA
- ▶ CUADROS ONLINE Deportes,
- ▶ ALERCE COMUNICACION Au. Telecomunicaciones. (Manises)

**Buscador**

Nombre: Sector: Selección  
Provincia: Comarca: Selección  
Selección Selección

**Clasificación por Sector de Actividad**

- ▶ Agricultura, Ganadería y Pesca
- ▶ Alimentación, Bebidas y Tabaco
- ▶ Artesanía
- ▶ Audiovisuales Informática y Telecomunicac
- ▶ Cerámica, Vidrio, Química, Pintura y Plástico
- ▶ Construcción / Inmobiliarias

**COMPLEMENTOS PARA BAÑO SELLES S.L.**

Inicio Quiénes somos Productos Novedades Contacto Cómo llegar

**Holidays - Portal de la Generalitat Valenciana**

**COMPLEMENTOS PARA BAÑO SELLES S.L.**  
¿Quiénes somos? ¿Qué ofrecemos? ¿Cómo llegar?

**FRANC LPECOR**  
Como si fuera una novedad presentamos FRANCELPECOR este producto consiste en paneles de poliestireno que...

**SERVICIO SIGMA Y DIFUSION**  
Los Servicios SIGMA y DIFUSION presentan muebles de baño con líneas rectas y rectas. A través...

**SIMONPASARCOFFO PLUS**  
A través Plus es una solución más versátil y versatilidad, un sistema de...

**COMPLEMENTOS PARA BAÑO SELLES S.L.**  
¿Quiénes somos? ¿Qué ofrecemos? ¿Cómo llegar?

**COMPLEMENTOS PARA BAÑO SELLES S.L.**  
¿Quiénes somos? ¿Qué ofrecemos? ¿Cómo llegar?

**COMPLEMENTOS PARA BAÑO SELLES S.L.**  
¿Quiénes somos? ¿Qué ofrecemos? ¿Cómo llegar?

5.080 users registered



### 3. Target Groups



- SMEs, particularly micro-SMEs
- Self-employees
- Professionals Corporations
- Addressed to all sectors, but promoting strategies regarding the use of ICT focused on a concrete economic sector or to concrete business groups (relevance of the sectorialisation)



## 4. Stakeholders



- Public authorities:
  - Valencia regional authority
    - Several departments
  - National government
  - Municipalities
- ANETCOM
- Chambers of Commerce
- Municipalities
- Financial entities
- ICT providers



## 5. Business Models



- Public:
  - Regional funds (AVANTIC)
  - National funds (AVANZA)
  - EU funds (ERDF)
  
- Private:
  - ANETCOM

## 6. Marketing and PR

Possible communication channels:

- Website:
  - [www.gva.es](http://www.gva.es)
  - [www.competic.es](http://www.competic.es)
  - [todoCV.com](http://todoCV.com)
- Seminars: “compeTIC workshops”
- Business fairs
- Leaflets
- Posters (public buildings)
- Press releases
- Specialised magazines
- “ANETCOM breakfast”

## 7. Support Measures of Multipliers

- Mailing Data Base
- Seminars
  - Celebration of web workshops: these workshops are useful to train about the use of creation and management of web tools. These activities has to be 1 or 2 in person sessions. The content has to be practice (not theoretic).
  - On-line directories, above all with a sectorial focus. This will allow SMEs to have more visibility in Internet, even if they have not a website.
- Individualised meetings
- News
- Dossiers
- Newsletters



## 8. Quality Assurance



- Qualitative:
  - Questionnaires
  - Assessment and certification of the digitalisation level achieved by enterprises and business associations.
- Quantitative <sup>1</sup>:
  - Digital directory of the Valencia enterprises users of the programme ([www.todocv.com](http://www.todocv.com)) : over 5.080 registrations
  - Over 2.296 website created

<sup>1</sup> Updated August 2008



**10.15-10.45**

## PRESENTATION OF A REGIONAL EXPERIENCE





**10.45-11.00**

### Coffee break

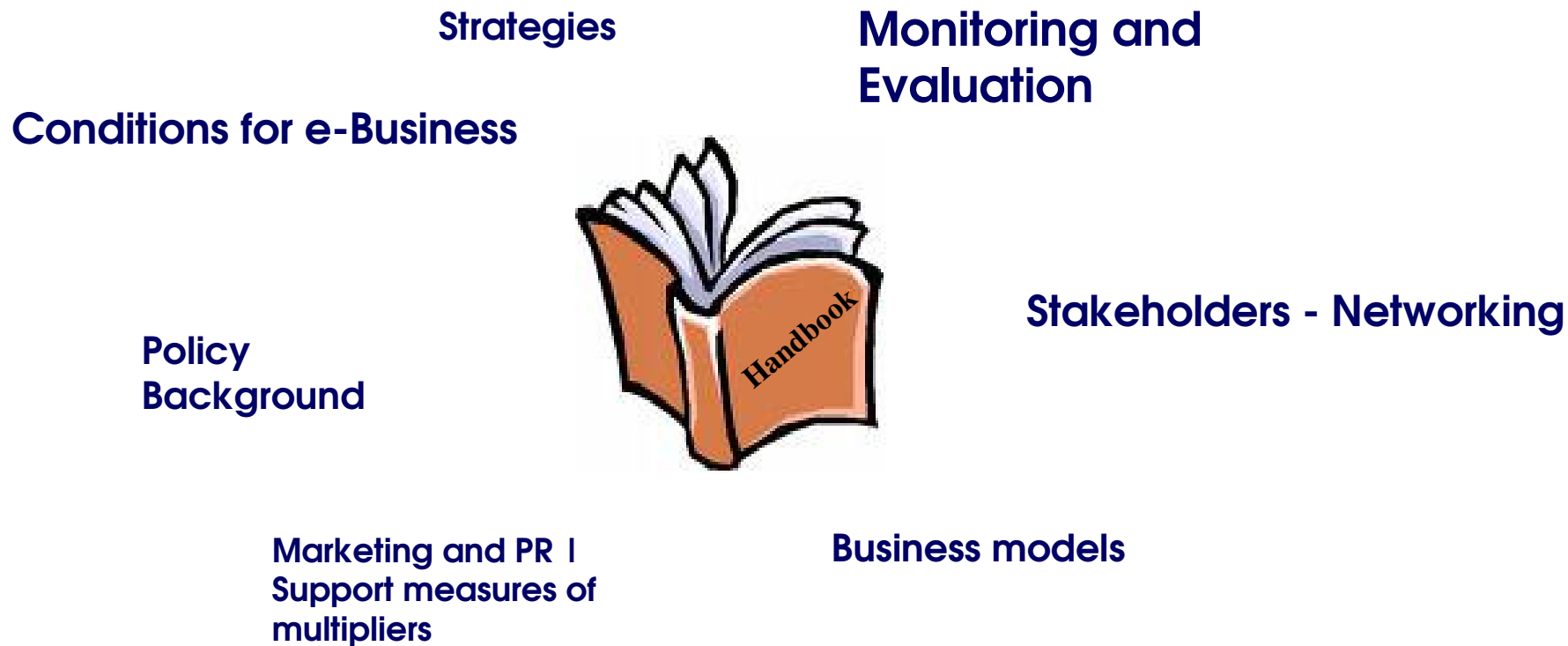




**11.15-11.45**

## PART 2: SUCCESS FACTORS FOR REGIONAL E-BUSINESS POLICIES (I)

## Success Factors for regional E-Business Policies



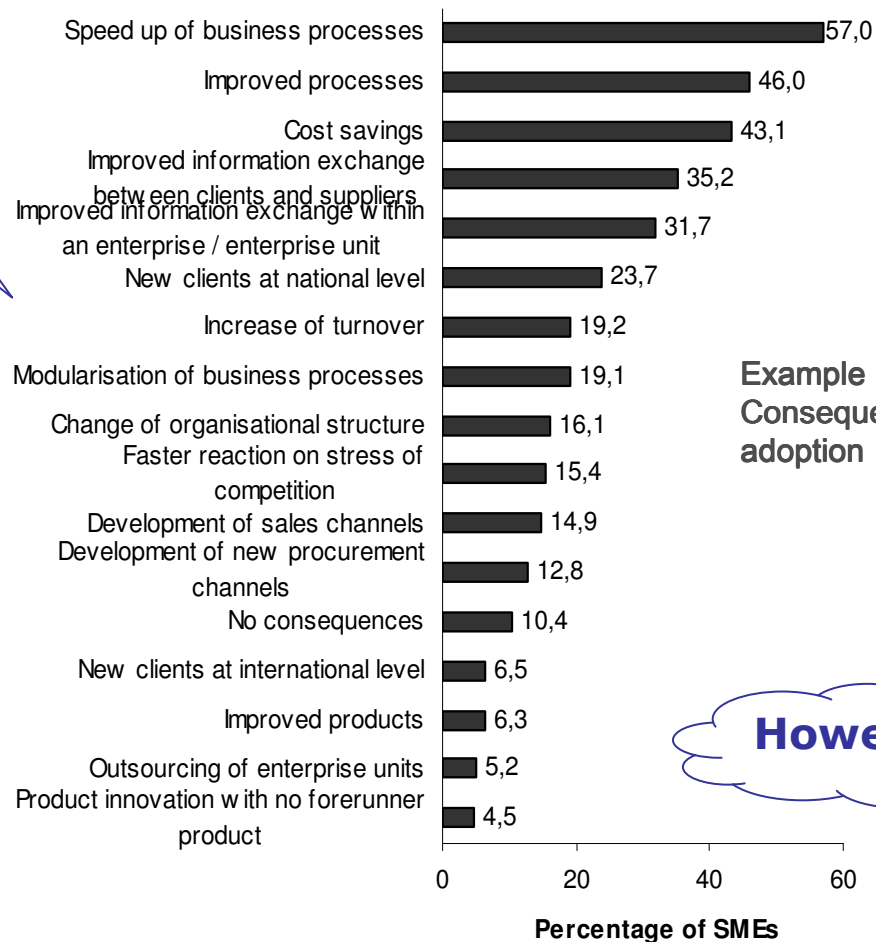
Website: <http://focus-project.eu/handbook.html>

## Challenges of regional e-business policies

SETTING UP THE PLAN	<ul style="list-style-type: none"> <li>•Consensus building</li> <li>•Institutional /capacity funding</li> <li>•Leadership / political commitment</li> </ul>
ANALYSIS OF THE REGIONAL CONDITIONS	<ul style="list-style-type: none"> <li>•How to measure performance?</li> <li>•Economic and social conditions</li> <li>•Who are the actors?</li> <li>•What are the key networks?</li> </ul>
REGIONAL E-BUSINESS STRATEGY	<ul style="list-style-type: none"> <li>•Translation of consensus into strategy</li> <li>•Strategic thinking / foresight</li> <li>•Specification of assessment mechanisms, targets, and indicators</li> <li>•Translation of strategy into concrete actions</li> <li>•Specification of policies / target areas</li> <li>•Portfolio of existing / new policies</li> </ul>
IMPLEMENTATION	<ul style="list-style-type: none"> <li>•Operational aspects</li> <li>•Strategic management</li> </ul>
EVALUATION	<ul style="list-style-type: none"> <li>•Have the objectives been efficiently and effectively met?</li> </ul>

## Policy Background I

**Some reasons  
for eBusiness  
uptake**

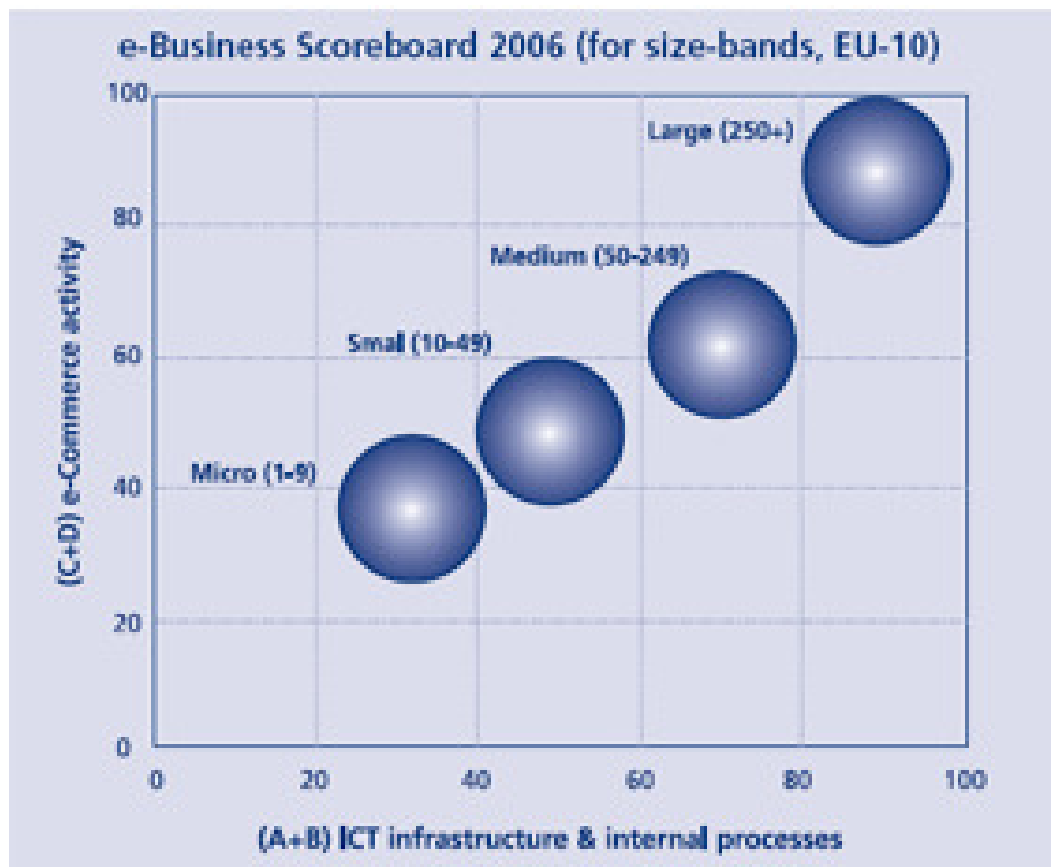


**Example Baden-Württemberg:  
Consequences of e-Business  
adoption in SMEs**

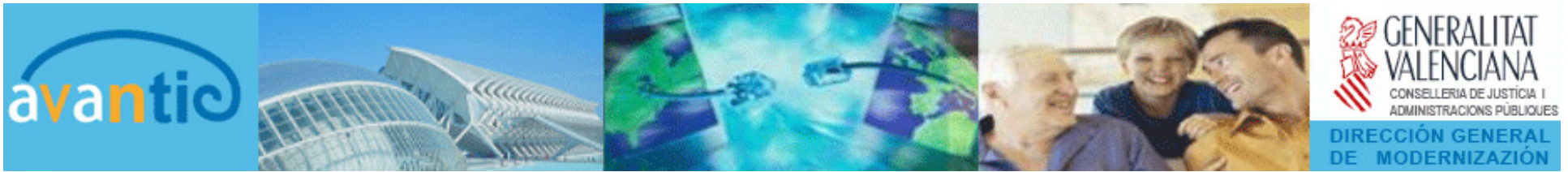
**However...**

Reference: FAZIT-Enterprise Survey, June/July 2006

## Policy Background II



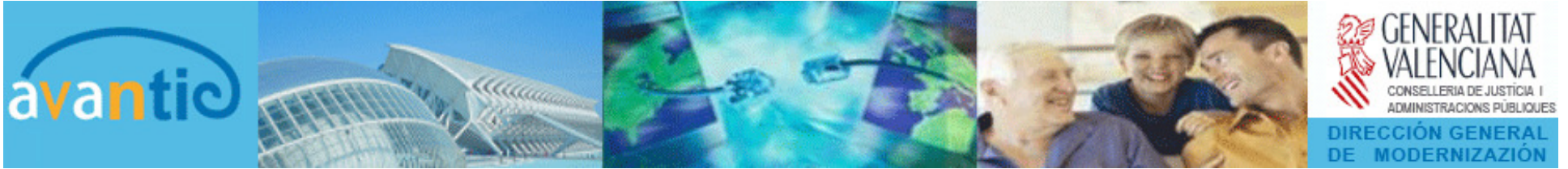
*SMEs are still lagging behind..*



## Policy Background III

### Challenges of regional e-business policies

- ❖ Raising **awareness** for the potential of e-business solutions
- ❖ Improving managerial understanding and **skills** for e-business
- ❖ Improving availability for e-business **solutions** for SMEs
- ❖ Promoting effective participation of SMEs in business **networks** and online platforms, to ensure that good ideas and working business models are being shared (sharing knowledge...)



## Strategies I

### Policy rationale and policy targets

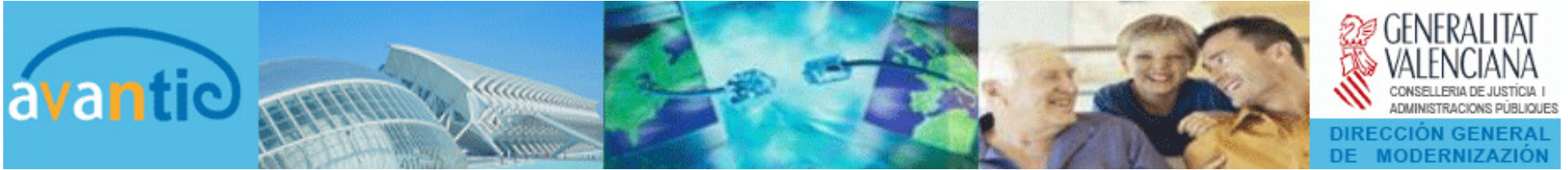
- ❖ The policy rationale is the justification for the design of **policies** and policy **instruments** and is often translated into more concrete policy **objectives**.
- ❖ The **policy rationale** reflects the state of the art of the policy background. An important aspect is also the **coherency** with national and European policy rationales.



## Strategies II

### Political bottlenecks

- ❖ No political **will** and commitment from the public sector side
- ❖ Regional **decision making** power is lacking (e.g. through fragmented/decentralised competencies)
- ❖ **No** real commitment to the e-Business **strategy** (e.g. due to other priorities such as investment in infrastructure instead of innovation)



## Strategies III

### Broader and systemic approach

#### ➤ Horizontal level

##### Positive impacts

e.g. regional cluster policy via promotion of regional clusters between ICT service providers and SMEs or research policy via leverage of research results

##### Negative impacts

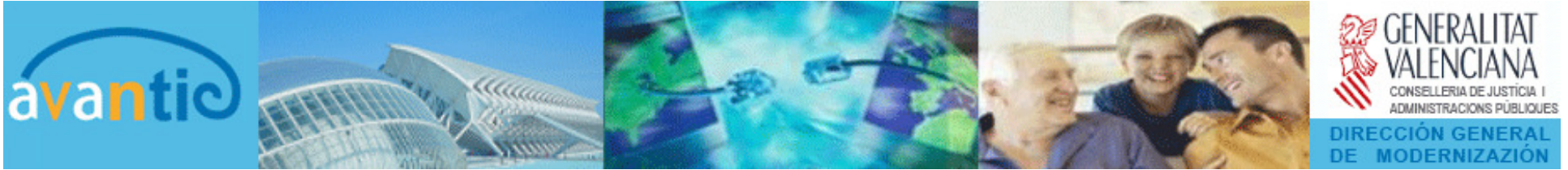
e.g. rural policy vs. e-business policies / innovation vs. infrastructure: what is more relevant and needs more resources?

#### ➤ Vertical level

Local, regional, national, EU

## Strategies IV: 14 points to remember

Start with <b>research</b> , build upon the solid data	Make clear <b>targets</b> of e-Business policies (policy rationales)
Organize continuous and broad consultation for consensus building of all <b>stakeholders</b>	Provide e-Business policies with <b>resources</b> to be effective
Use various policy <b>instruments</b> in a coordinated and consistent manner	<b>Monitor</b> and <b>evaluate</b> the effectiveness of the policy instruments
E-Business policies and initiatives should meet the needs of different <b>localities</b> and <b>branches</b>	The <b>communication</b> of policy matters
Give SMEs <b>independent advice</b> and value it highly	Specific e-Business policies should <b>not</b> be perpetuated <b>forever</b>
Open SMEs the gateway to <b>sharing</b> good business practice	Keep the benefits of e-Business policy initiatives <b>sustainable</b>
Engage <b>multipliers</b> , intermediaries and existing mechanisms, set partnerships	Watch for opportunities to <b>learn</b> from other policy initiatives



## Strategies V

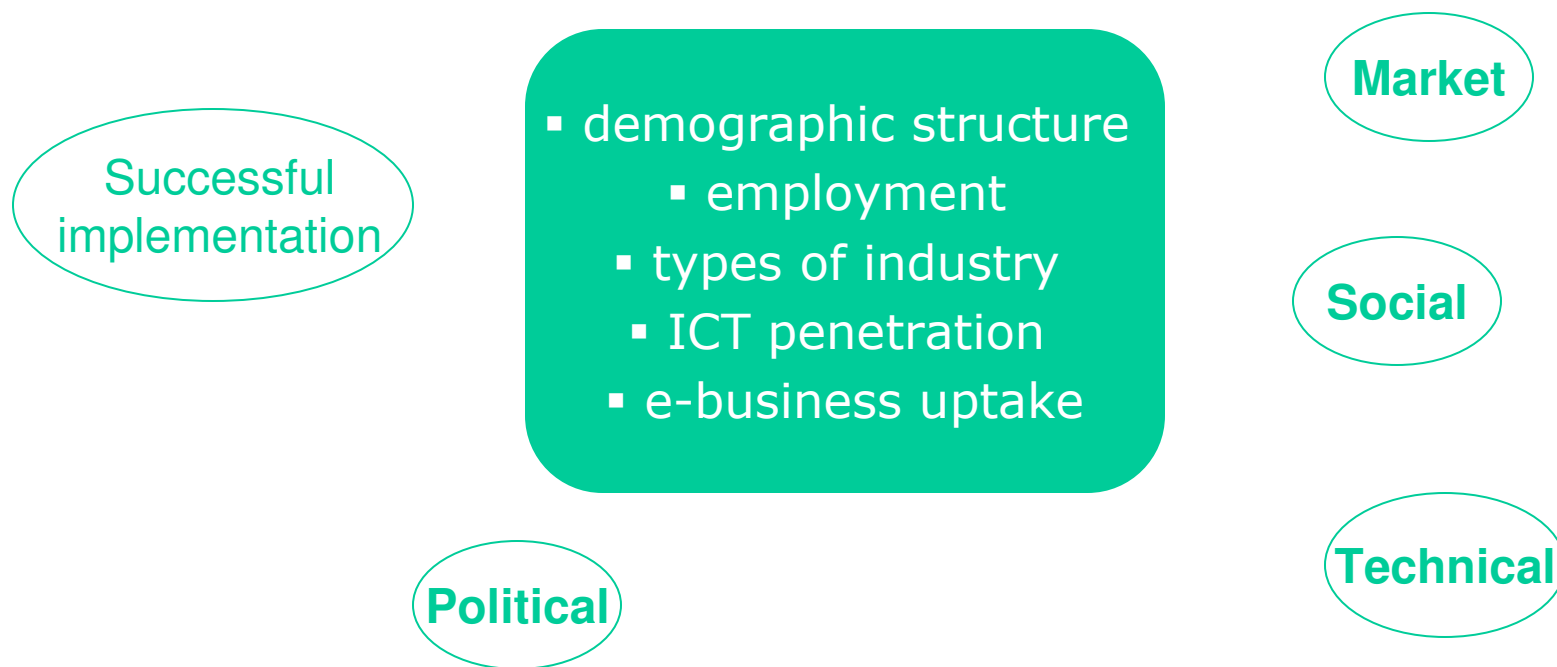
### The implementation plan

- ❖ **Time schedule**
- ❖ During the policy design stage it is already important to define the **roles** and tasks of the future coordinator / project manager as well as the required **resources** and **competences**
  - To which extent are any resources and competences **available** in the region to plan and implement a regional ICT/e-business strategy?
- ❖ Besides the responsibilities of the coordinating actor, **duties**, **responsibilities** and **tasks** among the partners of an e-business support measure should also be clearly defined to avoid misunderstandings and in order to assure the effectiveness of the implementation.
  - The idea is that **transparent and comprehensible** responsibilities lead to concerted actions.

## Strategies VI

### Continuous proof of concept

Needs not only differ from time to time but also at horizontal level:

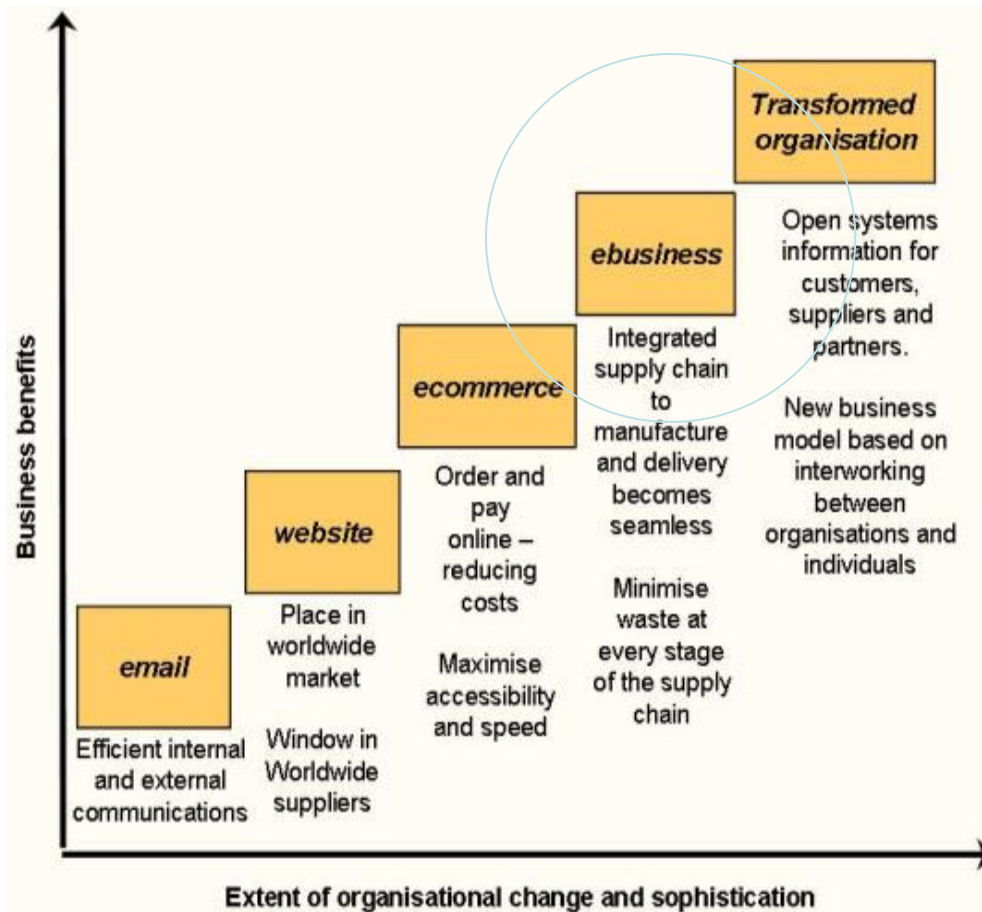




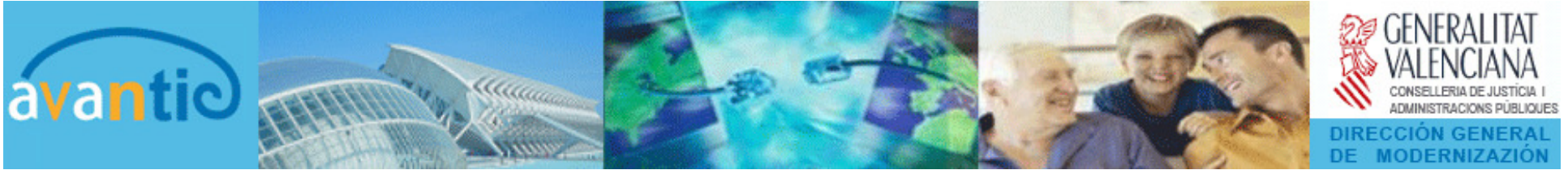
## Conditions for E-Business I

- Develop a clear idea of the **socio-economical background**
- **Macro-economical** aspects
- General **size of enterprises** in the region
- **Openness** of the regional system
- **Infrastructural** conditions regarding high-speed connectivity
- Regional attitude towards **ICT** as it represent a first signal of the regional “readiness” to e-adoption
- **Size** of the ICT sector
- The e-adoption ladder aims to measure the sophistication of e-business technology adoption

## Conditions for E-Business II: The e-adoption ladder



*Adapted from Cisco /ed Information Age Study on Ecommerce and Small Business*



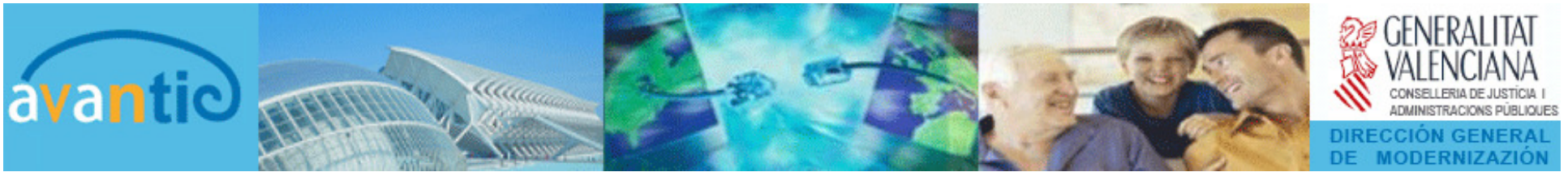
## Target groups- Stakeholders-Networking I

### What does mean 'stakeholder'?

Person or organisation that has a legitimate interest in a project or entity that are positively or negatively favourably or adversely influenced by the project or the entity activities depending on the fact they have some kind of "stake" in the enterprise

### Main types of stakeholders are:

- ❖ Primary stakeholders: those ultimately affected, either positively or negatively by project or entity's actions.
- ❖ Secondary stakeholders: the 'intermediaries', that is, persons or organisations who are indirectly affected by project or entity's actions.
- ❖ Key stakeholders: (who can also belong to the first two groups) those who have significant influence or importance in project or entity.



## Target groups- Stakeholders-Networking II

### Caterogies of stakeholders:

#### ❖ Public sector

#### ❖ Academia: academic bodies and university dep. working in the field of:

- computer sciences
- economics
- socioeconomic
- local development, etc.

#### ❖ Private sector:

- Enterprise and SMEs associations
- Big industrial palyer and SMEs in ICT sector
- Trade unions
- Taining bodies
- Trade unions
- Profesional associations, etc.



## Target groups- Stakeholders-Networking III

### Action lines

- List of **pros** arguments
- Give a statistic scientific **bases** to your arguments
- Activate **press and media** actions and refresh them periodically
- Promote **face to face** meetings with “definitive” stakeholders
- Find an influential **champion** and a spokesman
- Use **good practices**, cases, stories to compare with other similar/homologue realities
- **Monitor** and give evidence to the evolution of the policy, the progress of impacts, the **evolution** of stakeholders’ attitude
- Use **participatory** policy-making as long as possible



**11.45-12.15**

## CHECKLIST AND QUIZZES (I)



**12.15-12.30**

## Coffee break





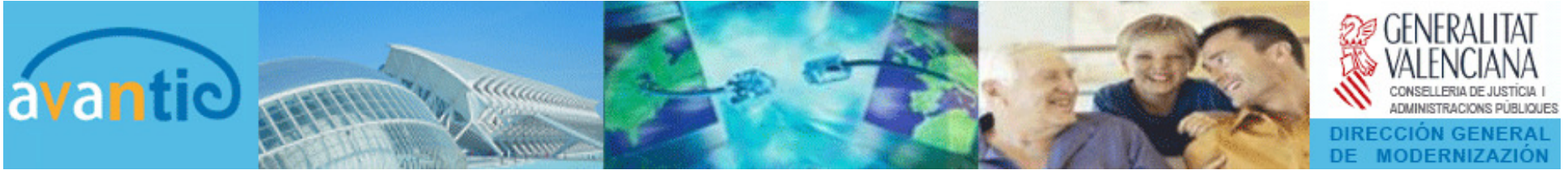
**12.30-13.15**

## PART 3: SUCCESS FACTORS FOR REGIONAL E-BUSINESS POLICIES (II)

## Marketing and Communications I

1. Address the needs of your target groups
2. Talk about the benefits of your e-business strategy
3. Use clear and easily understandable language

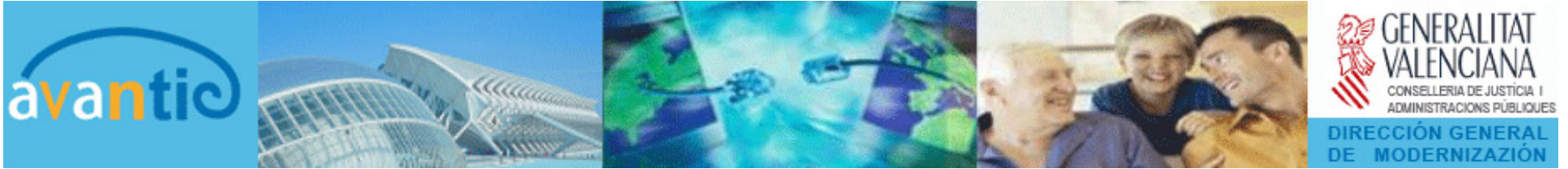
**TIPS**



## Marketing and Communications II

### Internal and external communication

- The internal communication ensures that all key stakeholders are informed on the ongoing activities. Their support shows the acceptance of the initiative / programme at regional level and ensures their continuous contribution and commitment
- The external communication is related to the target groups for whom the policy was developed.



## Marketing and Communications III

### Give clear picture of e-business in the region

- Drivers and barriers of e-business uptake in the region
- Trends in the field of e-business support measures
- Gaps and needs in the region



## Marketing and Communications IV

### The communication strategy

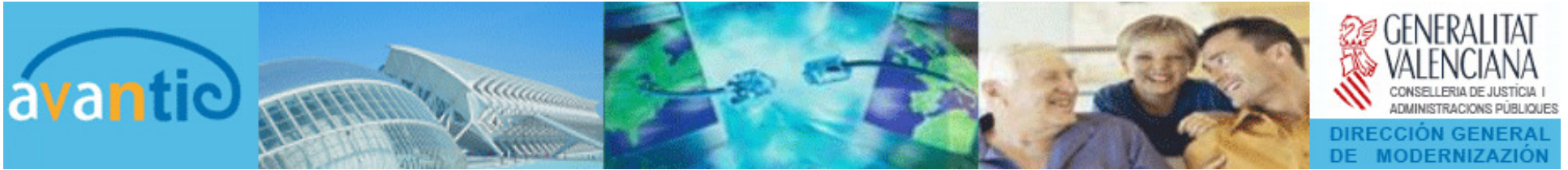
- Objectives and targets of the e-business policy
- The concrete benefits for the target group addressed by the communication strategy
- Positive impacts of the e-business policy for the region



## Marketing and Communications V

### Phases of Marketing and Communication Management

- Analysis phase
- Planning phase
- Implementation phase



## Marketing and Communications VI

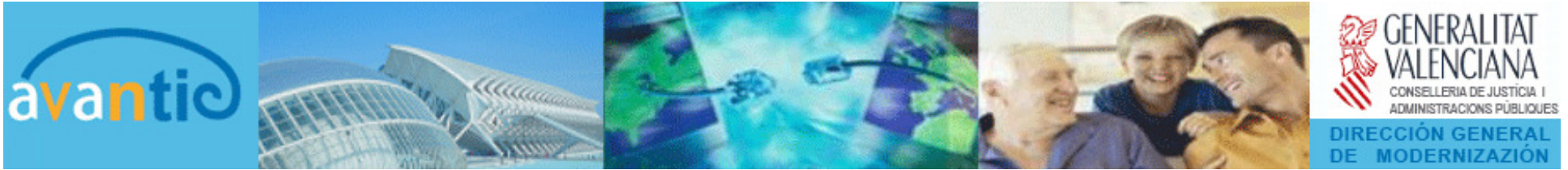
### Analysis phase

- Determine the common **objectives**
- Analysis of the population **groups** that shall be communicatively addressed
- Analysis of the **measures** have been **carried out** so far e.g. in earlier projects and which experiences exist
- Clarifying of the basic understanding of **communication** and public **relations** between the project partners
- Analysis of the **socio-political environment** and the topics and opinions which are relevant for the e-business support measure
- Analysis of the existing communications **network**, for example, contacts with the media or multipliers

## Marketing and Communications

### Phases of Marketing and Communication Management

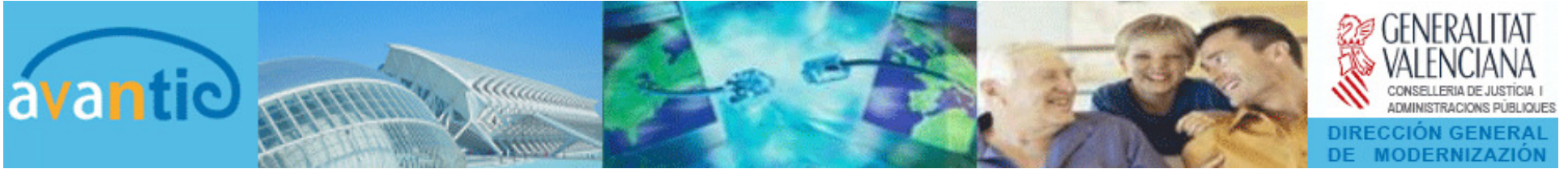
- Analysis phase
- Planning phase
- Implementation phase



## Marketing and Communications VII

### Planning phase

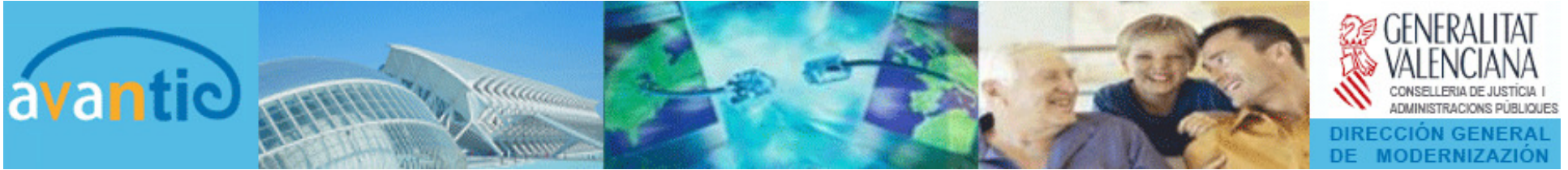
- Definition of the communication **objectives** and communication **target groups**
- Development of a communication **strategy** which comprises e.g. campaigns referring the course launch
- Inclusion of a high level authority which actively supports, promotes the project
- Project presentation at well known events related to ICT, e-Business
- Awareness raising
- Establishment of a communication budget
- Choice of communication tools, planning of the use of media (media planning)



## Marketing and Communications

### Phases of Marketing and Communication Management

- Analysis phase
- Planning phase
- Implementation phase



## Marketing and Communications VIII

### Implementation phase

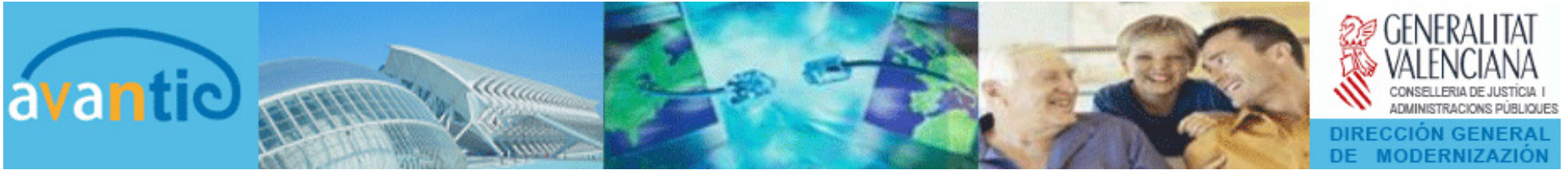
- Development and design of Communication tools.
- Operational control of the communication process.
- In the control phase the obtained results and the course of the processes will be controlled.
- Determining in which way the formulated objectives are achieved by the realised communication activities.
- The process control investigates the quality of the planning and implementation process.



## Monitoring and Evaluation I

**Monitoring** is an instrument for systematic collection of data on specific indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives.

**Evaluation** is the systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability (OECD DAC (2002)).



## Monitoring and Evaluation II

### Quality Management Plan (I)

- The Quality Management Plan **is a guideline** for reporting quality control and assurance problems. This plan will help to monitor and control the level of quality produced by the e-business support measure.
  
- The Quality Management Plan will **ensure that**:
  1. Products / services are designed to meet agreed- upon standards and requirements
  2. Work processes are performed efficiently and as documented
  3. Non-conformances found are identified and appropriate corrective action is taken

## Monitoring and Evaluation II

### Quality Management Plan (II)

- The Quality Management Plan **consists of**:
  - ✓ Quality objectives
  - ✓ Key project deliverables and processes to be reviewed for satisfactory quality level
  - ✓ Quality standards
  - ✓ Quality control and assurance activities
  - ✓ Quality roles and responsibilities

## Monitoring and Evaluation III

### Regional needs analysis

Control panel

The regional needs analysis covers the current state of play concerning e-business uptake in SMEs at regional level and is often the basis for further undertakings.

In addition, existing support schemes are being screened and evaluated with regard to their current efficiency, effectively and impact for the region.

Business Infobarometers





## Monitoring and Evaluation IV

### Difficulties measuring the impact

- Often it remains on the level of measuring the uptake of an e-business measure and/or the satisfaction with the services (e.g. no of participants in awareness raising workshop).
- Some do also assess the difference made by the support service (e.g. through questionnaires).
- But only very few evaluate the performance of an e-business policy (e.g. comparison of performance of assisted SMEs with SMEs without any assistance).



## Monitoring and Evaluation V

### Indicators

<http://focus-project.eu/monitoring.html>

## Business models

### Possible ways of funding your business support measure

- Regional, national or EU
- Sponsoring
- Private Public Partnership
- Fees

## Online platform

- Main objectives of your Business to Business (B2B) platform
- Possible fields of application
- Concrete benefit of the online platform for the SMEs in your region
- Aware of all possible features for your online platform





**13.15-13.45**

## CHECKLIST AND QUIZZES (II)



**13.45-14.15**

# FORMULATING YOUR OWN eBUSINESS POLICY

## CERTIFICATES OF ATTENDANCE





¡¡Thank you!!

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